

TERMS OF REFERENCE

National Consultant - to support private sector companies to implement Women's Empowerment Principles: Equality Means Business

Duty Station:	Chisinau, Moldova
Languages required:	English
Application deadline:	12 February 2020
Starting date:	18 February 2020
<i>(date when the organization is expected to start)</i>	
Expected duration of the assignment:	February 2020 – December 2020
Contract Type:	Individual Contract
Project:	00098990 (Women Economic Empowerment)

Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates the United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.

Through its programmes and projects, UN Women is providing technical assistance to national partners (governmental and non-governmental), including private sector, in the implementation of existing international and national commitments to women's rights and gender equality, it facilitates networking and exchange of good practices and advocates for women's rights and gender equality in all areas of life.

The work of UN Women in the Republic of Moldova is guided by its [new Country Strategic Note for 2018-2022](#), aligned with [the Republic of Moldova–United Nations Partnership Framework for Sustainable Development 2018–2022](#), [the Global Strategic Plan of UN Women for 2018-2021](#), the National Strategy on Gender Equality for 2017-2021 (NSGE), and aims to contribute to the gender-responsive implementation of the [2030 Agenda for Sustainable Development](#).

The overarching vision of the [2030 Agenda for Sustainable Development](#) is inclusive and sustainable growth with its promise to leave no one behind. Sustainable Development Goal (SDG) 5, target 5.5. calls to “ensure women’s full and effective participation and equal opportunities for leadership at all levels of the decision-making in political, economic and public life”; target 8.5 calls to “achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value” etc. To achieve gender equality by 2030, is required urgent actions to eliminate the many root causes of discrimination that still curtail women’s rights in private and public spheres.

The [UN Women Strategy for Moldova 2018-2022](#) focuses on three main areas where gender equality gaps are still present: 1) strengthening women’s participation in politics and decision making, 2) advancing the economic empowerment of women and 3) preventing and combating violence against women and girls. To achieve progress under these areas, UN Women works with variety of national and international partners and as part of different national and regional initiatives. UN Women’s interventions are contributing to the realization of the [National Strategy on Gender Equality \(NSGE\) for 2017-2021](#) and its associated Action Plan, approved in early 2017, focus on ten areas of interventions such as: women’s participation in decision-making, labor market and gender pay gap, social protection and family policies, health, education, climate change, institutional mechanism, stereotypes in the society and non-violent communication, gender equality in the security and defense sector and gender responsive budgeting.

Rationale

[The Women's Empowerment Principles \(WEPs\)](#) is a joint initiative of UN Women and the UN Global Compact, launched in 2010 following a year-long international, multi-stakeholder consultation process. The Principles present seven steps that business and other sectors can take to advance and empower women. The WEPs elaborate the gender dimension of corporate social responsibility and business' role in sustainable development and were designed for companies to review their policies on empowerment of women, to acknowledge and to start making changes. In the international community these are recognized principles for women's equality participation. They represent the global standard that has been accepted all around the world and provide seven principles that all companies can subscribe to. Since the launch of the [Women's Empowerment Principles in 2010](#), over 1,900 CEOs from around the world have signed the [CEO Statement of Support for the WEPs](#), signaling their support for gender equality and the guidance provided by the Principles.

A survey among private sector players in Moldova, undertaken in 2015-2016, confirmed private companies' readiness to adopt the WEPs and revealed that the existing good practices on women's economic empowerment need to be further communicated and promoted. Further consultations between UN Women, the World Bank, the European Bank for Reconstruction and Development (EBRD) and other leading agencies reinforce the above findings. Government partners also recognize that women's inclusion drives development and acknowledge that achieving the Sustainable Development Goals and national economic and development plans require rapidly moving towards substantive gender equality.

During 2018-2019, a qualitative and quantitative study was realized by a local Company (Business Consulting Institute), contracted by UN Women. As result the private sector companies becomes more aware on promoting Women's Empowerment Principles. Knowledge products and tools to guide private sector institutions on WEPs implementation and monitoring in their workplaces and industries etc. were developed.

The study shows while, most companies declare that they promote gender equality and women's rights and support community initiatives that would demonstrate the company's commitment, and find it extremely useful to support such initiatives, 61% of companies were unable to offer a concrete example of action. The company's representatives are aware of the need to integrate the principles of women's economic empowerment and gender equality in their companies, but they are not sufficiently informed about these issues and their practical implementation.

As a follow up at the result achieved so far, UN Women will focus on supporting the already-committed companies to implement WEPs actions and further expanding the number of companies committed to the WEPs. UN Women intend to partner with at least 1-2 business associations that will support with the WEPs outreach. After building their own capacity on the WEPs, they will support their member companies to implement the WEPs.

To implement the above-mentioned work in close cooperation with the business associations, UN Women is looking to hire a National Consultant.

The National Consultant will need to coordinate the work with an International Consultant and with the selected business associations. The consultant will support companies through organizing capacity development activities that address existing knowledge gap, promote implementation of concrete measures WEPs related, and build connections amongst multiple stakeholders from the private sector, government, NGOs, international institutions and academia. These activities will include workshop with representatives of employers' associations and gender experts and informative sessions with signatory companies.

Scope of Work

The objectives of the assignment are:

1. To increase the understanding of WEPs signatory company representatives in Moldova on the gender dimension of corporate social responsibility and WEPs through diverse (trainings, technical support, round table meetings) events;
2. To provide technical support to up to 7 private companies and at least 2 business association representatives in conducting company-level gender gaps analysis, designing WEPs Action Plans and implementing them.

The Consultant will be responsible for informing regularly UN Women and the WEPs international consultant on the progress, and for submitting the required deliverables.

The duties and responsibilities of the Consultant are:

- To coordinate and communicate with the international consultant hired by UN Women and with UN Women the selection of up to 7 companies (pilot companies) from those 30 companies for whom was already elaborated the WEPs Road Maps (in 2019), in order to develop Assessment Reports with concrete actions to be further implemented;
- Organize series of meetings with pilot companies to ensure their support, interest and understanding of possible next steps with regards to WEPs implementation, objectives and engage in discussion on their needs and areas for further support in this area, based on the Assessment Reports;
- To provide conceptual and logistical support to UN Women and international consultant for organization and delivery of the training programs for a 4-days training on Women Empowering Principles, facilitated mainly by international consultant. This will include the following activities:
 - ✓ Revision and translation of the training modules/materials, handouts, a pre- and post- training evaluation tools and work plans, based on the findings of the above capacity and training needs assessment (for the training and workshop);
 - ✓ Participation in the 4-day training on WEPs with all actors (private sector, business associations, Employers' Association and GTG members, etc);
 - ✓ Review, provision of inputs and translation of the report on the delivered training, including all materials, evaluation tools and follow-up recommendations for participants.
- To develop detailed WEPs Action Plans in close coordination and collaboration with selected companies, international consultant and UN Women.
- To support WEPs companies to implement WEPs Action Plans, through trainings, technical support, field meetings, etc.
- To coordinate and communicate with the international consultant hired by UN Women on the support provided to WEPs companies, closely analyzing and identifying new opportunities and bottle-necks for the companies' progress;
- To organize at least three, informal 1-3h experience sharing meetings among WEPs companies (UN Women will cover the venue costs);
- To provide conceptual and logistical support to UN Women and international consultant for organization and delivery of the workshop programs for a 2-days workshop on Women Empowering Principles. This will include the following activities:
 - ✓ Revision and translation of the training modules/materials, handouts, a pre- and post- training evaluation tools and work plans, based on the findings of the above capacity and training needs assessment;
 - ✓ Participation in the 2-day training on WEPs with pilot companies;
 - ✓ Review, provision of inputs and translation of the report on the delivered training, including all materials, evaluation tools and follow-up recommendations for participants.
- To design and implement at least two 1-day introductory trainings on gender diversity and corporate social responsibility and reporting for companies (UN Women will cover venue and other costs related to the meetings if necessary);
- To coach and in close collaboration with UN Women, follow up with and provide technical advice to 2 business associations on WEPs and their overall work on the WEPs;
- To collect and draft WEPs practices and stories (interviews);
- To identify and outreach to potential new WEPs companies in Moldova in close collaboration with UN Women staff.
- Conceptual and logistical support to UN Women in organizing an WEPs event presenting the obtained results, challenges and impacts.

Deliverables:

Deliverables	Estimated workload (workdays)	Timeframe
Based on desk review of the available documents, initial work plan with key activities and timeline for the finalization of each deliverable submitted (to indicate the potential selected companies for further work with);	2 working days	by February 21, 2020;
Up to 7 Assessment Reports conducted jointly with WEPs companies;	20 working days	by 31 st of March 2020;
Report on organized meetings with the pilot companies on next steps with regards to WEPs implementation, objectives;		By 15 th of April, 2020
Conceptual and logistical support to UN Women and international consultant for organization and delivery of the training programs for a 4-days training on Women Empowering Principles. This will include the following activities: <ul style="list-style-type: none"> ✓ Revision and translation of the training modules/materials, handouts, a pre- and post- training evaluation tools and work plans, based on the findings of the above capacity and training needs assessment (for the training and workshop); ✓ Participation in the 4-day training on WEPs with all actors (private sector, business associations, Employers' Association and GTG members, etc.); ✓ Review, provision of inputs and translation of the report on the delivered training, including all materials, evaluation tools and follow-up recommendations for participants. 	7 working days	By 30 th of June 2020
Up to 7 WEPs Action Plans developed for the pilot companies in collaboration with international consultant;	15 working days	By 31 st of July 2020
Progress report on the outreach to and support provided to up to 7 pilot companies on implementing WEPs Action Plans and 2 business associations and at least one 1-3 h informal experience sharing meeting among WEPs companies organized;	20 working days	By 16 th of September 2020
Conceptual and logistical support to UN Women and international consultant for organization and delivery of the workshop programs for a 2-days workshop on Women Empowering Principles. This will include the following activities: <ul style="list-style-type: none"> ✓ Revision and translation of the training modules/materials, handouts, a pre- and post- training evaluation tools and work plans, based on the findings of the above capacity and training needs assessment; ✓ Participation in the 2-day training on WEPs with pilot companies; ✓ Review, provision of inputs and translation of the report on the delivered training, including all materials, evaluation tools and follow-up recommendations for participants. 	6 working days	By 30 th of September 2020
2nd progress report on the outreach to and support provided to up to 7 pilot companies on implementing WEPs Action Plans and 2 business associations, based on the already existing WEPs materials, and post-workshop results assessed;	16 working days	by 30 th of October 2020;

Compilation of promising practices from WEPs companies (with for example, interviews);	10 working days	by 16 th of November 2020;
Conceptual and logistical support to UN Women in organizing an WEPs event presenting the obtained results, challenges and impacts.	4 working days	By 8 th of December 2020
Final report on the accomplished tasks and quantitative and qualitative analysis (with evidence) of the implementation of the WEPs by all WEPs companies in Moldova.	6 working days	By 15 th of December 2020
TOTAL	106 working days	

All the deliverables should be agreed with UN Women and be provided in English hard and electronic copy.

Management arrangements

Organizational Setting: The National Consultant will work under overall guidance of the UN Women Programme Specialist.

Contributions: UN Women will put at the disposal of selected individual all available materials and necessary information for tasks achievement and will facilitate the meetings, as needed. During assignment's related missions, the National Consultant may use the facilities of the office (i.e. internet access, printing, copying, local phone calls, etc.). However, s/he is expected to use his/her own personal computer.

Travel

No travels are envisaged under the current assignment. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between UN Women and the National Consultant, prior to travel and will be reimbursed.

Duration of the assignment

The total duration of this assignment is tentatively planned for 106 working days for 11 months starting on February 2020 with task being accomplished by 31 December 2020. The consultant is responsible for accomplish the deliverables set up in the table "Activities and Deliverables".

Note: The mentioned number of working days has been estimated as being sufficient/ feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment. The provision of envisaged deliverables approved by the UN Women Deputy Representative shall be the only criteria for International Consultant's work being completed and eligible for payment/s.

Performance evaluation

Consultant's performance will be evaluated against such criteria as: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered. All reports must be provided in English, electronically.

Financial arrangements

Payment will be disbursed on a monthly basis, upon submission and approval of deliverables and timesheets with actual days worked and certification by UN Women's responsible staff that the services have been satisfactorily performed.

Competencies:

Core Values:

- Respect for Diversity;
- Integrity;
- Professionalism.

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

Please visit this link for more information on UN Women's Core Values and Competencies:
<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>.

REQUIRED SKILLS AND EXPERIENCE

Education:

- Advanced University degree (Masters) in law, gender equality or other relevant field;

Experience:

- At least 5 years of professional experience in developing, managing and/or altering corporate social responsibility policies in public/ private sectors;
- At least 3 years of experience in gender equality issues;
- At least 2 years of experience in providing advisory services to private sector companies.
- Experience in working with international organizations is an asset.

Language Requirements:

- Fluency in written and oral Romanian, Russian and English are required;

EVALUTATION PROCEDURE

Interested candidates are invited to submit their online applications by 12th of February 2020 with the following documents.

- Duly filled Personal History Form P11 and the CV
- Letter of Intent to include a brief overview about which of your previous experiences makes you the most suitable candidate for the advertised position;
- Financial proposal – specifying a total lump sum amount for the task specified in Terms of References. The Financial proposal shall include a breakdown of this lump sum amount (daily rate). Please see ANNEX I and ANNEX II.

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

1. Advanced University degree (Masters) in law, gender equality or other relevant field;
2. At least 5 years of professional experience in developing, managing and/or altering corporate social responsibility policies in public/ private sectors;
3. At least 3 years of experience in gender equality issues;
4. At least 2 years of experience in providing advisory services to private sector companies.

The short-listed individual consultants will be further evaluated based on a cumulative analysis scheme, with a total score being obtained upon the combination of weighted technical and financial attributes. Cost under this method of analysis is rendered as an award criterion, which will be 30% out of a total score of 500 points.

Evaluation of submitted offers will be done based on the following formula:

$$B = T + \frac{C_{low}}{C} \times X$$

where:

- T is the total technical score awarded to the evaluated proposal (only to those proposals that pass 70% of maximum 350 points obtainable under technical evaluation);
- C is the price of the evaluated proposal;
- C_{low} is the lowest of all evaluated proposal prices among responsive proposals; and
- X is the maximum financial points obtainable (150 points)

Technical evaluation will be represented through desk review of applications and further interview will be organized if needed, depending on the short-listed candidates' qualifications.

A) Technical Evaluation: The technical part is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

No.	Criteria for technical evaluation	Max. points
1.	Advanced University degree (Masters) in law, gender equality or other relevant field <i>(30 pts for advanced degree, up to 10 points for additional trainings)</i>	40
2.	At least 5 years of professional experience in developing, managing and/or altering corporate social responsibility policies in public/ private sectors; <i>(5 years – 40 pts, each year over 5 years – 10 pts up to a maximum of 60 pts)</i>	60
3.	At least 3 years of experience in gender equality issues; <i>(3 years – 50 pts, each year over 3 years – 10 pts, up to a maximum of 60 pts)</i>	60
4.	At least 2 years of experience in providing advisory services to private sector companies. <i>(2 years – 30 pts, each year over 2 years – 10 pts, up to a maximum of 40 pts)</i>	40
5.	Experience in working with international organizations is an asset <i>(2 years – 20 pts, each year over 2 years – 10 pts, up to a maximum of 30 pts)</i>	30
6.	Fluency in written and oral Romanian, Russian and English. Knowledge of Russian, Bulgarian, Gagauzian, Romani, Ukrainian or sign language is an asset. <i>(English – 10 pts, Romanian -10 pts, Russian– 5 pts)</i>	25

7.	Interview	95
	Maximum total technical scoring:	350

B) Financial evaluation: In the Second Stage, the financial proposal of candidates, who have attained minimum 70% score in the technical evaluation (at least 245 points), will be compared.

Winning candidate

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).

Please note that only applicants who are short-listed will be contacted.

In July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system (DAW, OSAGI, INSTRAW and UNIFEM), which focused exclusively on gender equality and women's empowerment.

The United Nations in Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.

Annex I:

Price Proposal Guideline and Template

The prospective Individual Consultant should take the following explanations into account during submission of his/her price proposal.

1. Lump Sum Amount

The price proposal should indicate a "lump sum amount" which is "all-inclusive"; All costs (professional fees, living allowances, communications, consumables during field related missions, etc.) that could possibly be incurred by the Contractor needs to be factored into the proposed price.

UN Women will not withhold any amount of the payments for tax and/or social security related payments. UN Women shall have no liability for taxes, duties or other similar charges payable by the Individual Contractor in respect of any amounts paid to the Individual Contractor under this Contract, and the Contractor acknowledges that UN Women will not issue any statements of earnings to the Individual contractor in respect of any such payments.

Contract price is fixed to activities/deliverables indicated in the TOR, regardless of the changes in the cost components (such as das invested for completion of the deliverables).

2. Travel costs

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UN Women should not accept travel costs exceeding those of an economy class ticket. Should the contractor wish to travel on a higher class he/she should do so using their own resources.

3. Daily Subsistence Allowance

Not applicable.

4. Currency of the price proposal

The applicants are requested to submit their price proposals in MDL. In case of proposals in other currency, these shall be converted into MDL using the official UN exchange rate for currency conversion to MDL at the date of applications' submission deadline.

Annex II:

Price Proposal Submission Form

To: United Nations Entity for Gender Equality and the Empowerment of Women

Ref: National Consultant - to support private sector companies to implement Women’s Empowerment Principles: Equality Means Business

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to UN Women within the scope of the referred Assignment.

Having examined, understood and agreed to the Terms of Reference and its annexes, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with the Terms of Reference.

My maximum total price proposal for the assignment is given below:

Deliverables	MDL
Daily fee all inclusive	
Total price	

I confirm that my financial proposal will remain unchanged. I also confirm that the price that I quote is **gross**, and is inclusive of all legal expenses, including but not limited to social security, income tax, pension, etc., which shall be required applicable laws.

I agree that my proposal shall remain binding upon me for 30 days.

I understand that you are not bound to accept any proposal you may receive.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email: